

Q4

2013 QUARTERLY REPORT FOURTH QUARTER



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INTRODUCTION

This report provides an overview of progress made toward Council's Goals and Priorities, a review of selected performance indicators, and a financial summary for the Fourth Quarter of 2013.

In addition, the Project Management Status Report outlining key projects that Administration is working on is attached to this report.

ECONOMIC DEVELOPMENT

Build and diversify St. Albert's economy in partnership with the community and stakeholders.

Economic Development

Implement the 20-Point Economic Development Action Plan

A number of initiatives from the 20-Point Economic Development Action Plan have been implemented in Quarter Four, including:

- Opening of Ray Gibbon Drive Stage 3.
- Concept development of the Smart City Alliance.
- Completion of the Retail Market Analysis.
- Collaboration with Averton Homes for a bus loop in South Riel Park.
- Support for Great West Life and Alberta Infrastructure to complete deals.
- Award of contract for address blocks as part of the wayfinding initiative to assist visitors in finding businesses along St. Albert Trail.

Enhance Economic Development Opportunities Along St. Albert Trail

Financial implications of the St. Albert Trail Improvement Plan Committee's final report were considered during the 2014-2016 Business Plan and Budget deliberations. Council approved \$924,000 to fund improvement to the median starting at the St. Albert Trail/Gervais Intersection.

Further Revitalize the City's Downtown

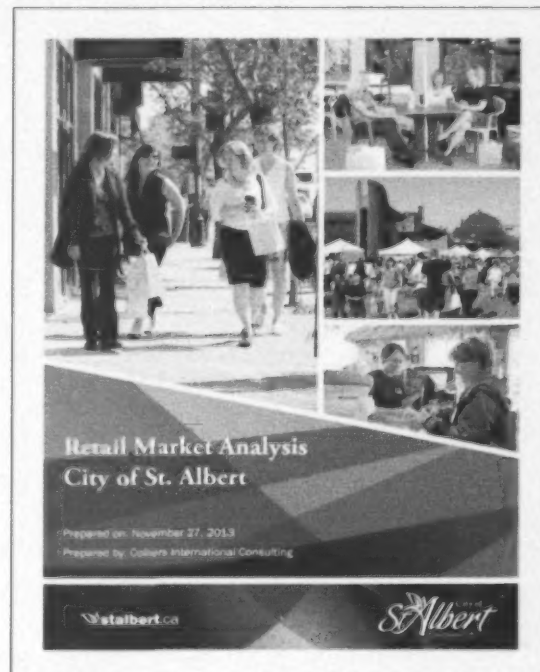
Administration continues to meet with active and potential investors to examine opportunities for development downtown.

Create a More Attractive Investment Environment

The Economic Development team developed an active trusted advisor role with all existing land-owning developers to assist in all aspects of their investment plan and to address development schedules. The division recently received accolades and testimonials for service provision, which supports the positive impact the industry has experienced.

Promote the City and Attract Businesses, Investment, Residents and Visitors

The Retail Market Analysis was completed and an Implementation Plan was prepared to support existing businesses to expand, to fill gaps in retail demand and to attract new retailers to the city.



Initiate Smart City Centre of Excellence Master Plan

Progress continues on an innovative Smart City Master Plan. The City began to receive attention for its efforts, including invitations to participate in national discussions and additional local media coverage. During the 2014-2016 Business Plan and Budget deliberations, Council approved the business case that supports development of the master plan.

A draft memorandum of understanding is being developed among the City and its industry and academic partners to form an innovative Smart City Alliance. The Alliance will serve to incubate the development of a knowledge network and multi-sector collaboration in Alberta; accelerate the identification, development and application of Smart municipal solutions; and foster local and regional awareness of Smart City principles, applications, and available technologies.

Tourism

Strengthen St. Albert's Economy and Regional Leadership by Considering a Bid for the 2019 Canada Winter Games

Council directed Administration to investigate the feasibility of submitting a bid to host the 2019 Canada Winter Games. A report was submitted to Council, at which time Council determined it was not feasible to pursue a bid for the Games. Consequently, no further work will take place on this initiative.

Land Use and Infrastructure

Improve Commuting and Transportation Connectivity within the Capital Region

Campbell Road Transit Centre/Park and Ride

During the 2014-2016 business plan and 2014 Budget deliberation, Council deferred the budget for construction to 2015. Consequently, no construction or design will commence until 2015. Some preliminary geotechnical work will be completed.

Administration drafted a sub-lease with the City of Edmonton for the Park and Ride lands and continued to meet with the City of Edmonton and Alberta infrastructure regarding the lease. Administration is reviewing possible short-term Park and Ride options for transit users.

Veness Road

The Veness Road upgrades have been completed, excluding landscaping and seasonal deficiencies.

Ray Gibbon Drive Phase 3

Ray Gibbon Drive Phase 3 has been completed, excluding landscaping and seasonal deficiencies.



COMMUNITY DEVELOPMENT

Strengthen St. Albert's social fabric and help enhance the safety and health of St. Albert's residents.

Build Our Community

Develop Strategy to Proceed with Development of a Community Support Centre

During the 2014-2016 Business Plan and Budget deliberations, Council did not approve funding for this project. Administration will proceed with informing involved community groups of the status. Administration will prepare and present a report to Council in Quarter One 2014 with recommendation to re-consider motions related to this project.

Develop Social Master Plan to Respond to and Address the Impact of Changing Demographics and Social Needs

Work continues on development of the Implementation Plan for the Social Master Plan.

Launch a Capital Partnership Program to Support Strategic Civic and Community-Based Capital Projects

Administration hosted an introductory forum in October 2013 with 29 community, service and academic organizations in attendance. Since the forum, 13 of those organizations requested a follow up meeting to discuss the program in more detail. Given that this is a new program, it is difficult to project the potential number of applicants at this time; however, potential projects being discussed are:

- A university campus looking at consolidating their greater Edmonton operations into one location, with a possible partnership among the Province, the educational institution and the City of St. Albert. The Smart City Centre of Excellence element would be a part of this project.
- A sport organization looking at building a facility that would provide year round national tournament capabilities for Alberta.

Through the budget process, Council approved \$10,000 to support this program's continued growth and development.

Safety and Health

Promote Long-term Safety in the Community

Work continues on the development of a department plan for Policing Services. Administration presented a progress report to Council on September 23. Work will continue with a draft plan to be presented to Council on February 24, 2014. The final plan will be completed by June 2014.

Community Services, Amenities and Infrastructure

Support the Development of a Range of Housing Options Appropriate for the Community

The Basement Grant program completed with no new funding available.

A new housing development that will provide a variety of housing types, including townhouses, medium and high density housing and seniors housing, is underway.

Other Highlights

Amplify Youth Festival

Administration, together with the Youth Festival Advisory Committee, continues with planning for the new Youth Festival that will take place in 2014. The poster contest closed on December 8 with a total of five applicants. A decision on the poster design will be made in January.

The Enjoy Centre has been selected as the location for the 2014 Festival. The dates for the 2014 Amplify Youth Festival have been confirmed for October 17 and 18, 2014.

Arden Theatre 30th Anniversary Season

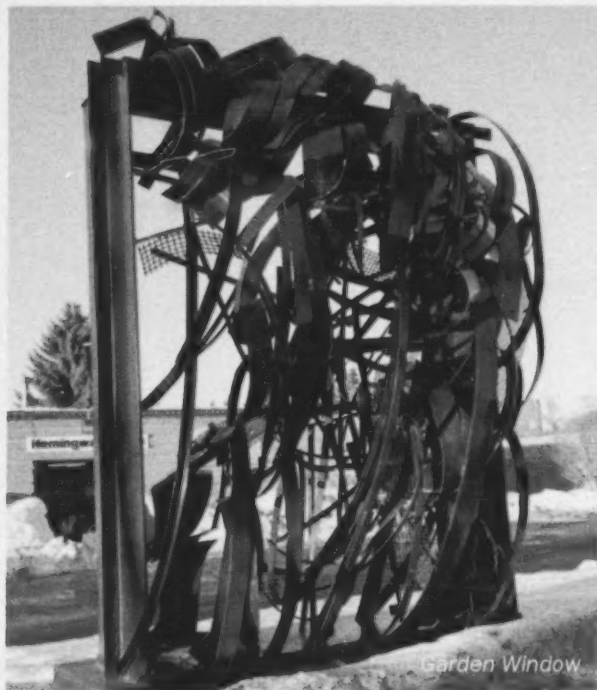
The Arden Theatre Professional Series of performances is continuing to receive an excellent response for ticket sales.

A special initiative to raise funds in support of the Arden Theatre was launched. The "Take a Seat" campaign reached the goal of 30 seats sold in support of the theatre.

Public Art Installations — Spirit of St. Albert Garden Window and Baroque Botanique by Ken Macklin

Two dynamic sculptures by Ken Macklin were unveiled at 25 and 29 Sir Winston Churchill Avenue on November 29, 2013. The goal of the two thematically and visually connected artworks was to envision the spirit of St. Albert in the 21st Century. The new sculptures were created utilizing reused steel, demonstrating the importance of attaining the project goal of sustainability.

Of his artworks, Macklin notes, "The sculptures celebrate St. Albert's beautiful marriage of urban environment with natural landscape and its continued growth, in the natural, organic, and cultural sense."



St. Albert Children's Theatre

The St. Albert Children's Theatre production *Shrek the Musical* sold out 14 school and public performances. Over 9,000 hours were invested by 44 youth performers aged eight to 22 for this production. The ticket revenue surpassed the previous highest grossing St. Albert Children's Theatre box office record by 24 per cent.



St. Albert Children's Theatre, "Shrek", November 2013

ENVIRONMENT

Preserve and promote the enjoyment and responsible development and protection of natural areas.

Environmental Stewardship

Create a Policy and Supporting Action Plan for the Sturgeon River Valley

A draft terms of reference document was sent to the Chief Administrative Officers of Parkland, Sturgeon and Lac Ste. Anne counties, Stony Plain, Spruce Grove, Gibbons, Morinville and Edmonton, with a request that each Council appoint a representative to the Sturgeon River Watershed Municipal Partnership prior to the elections in October 2013. By the end of 2013, the North Saskatchewan Watershed Alliance (NSWA) received confirmation from six out of the eight municipalities. Two of the municipalities indicated they would not appoint Council committee members until February 2014.

Construction of two grit interceptors was completed — Mission Avenue at Perron Street Bridge and Riel Drive near St. Albert BMX Park. Erosion control work, including over 20 “live” check dams made of rock, timber and willow cuttings, was undertaken in Grandin Ravine in October and November.

In collaboration with three City departments, the “functional art” safety fence and outfall grate were installed at the Mission Avenue outfall in December.



Outfall 6

Develop Stewardship Plan for Grey Nuns White Spruce Park

The Grey Nuns White Spruce Park is one of the last known Spruce forests of any significance within an urban municipality in North America. The White Spruce Forest covers over six hectares and is located near the Riverside subdivision. On September 19, 2011, City Council designated the forest as a municipal historic resource. Administration has been working with a community advisory committee to prepare the Grey Nuns White Spruce Park Management Plan. A draft management plan will be ready for Administration's review by Quarter Two, 2014 and is expected to be presented to Council by the end of Quarter Three 2014.

Initiate Public Consultation for the Five-Year Update of the Environmental Master Plan

The Community Environmental Survey report was finalized in June and publicly released in July. The information was used in workshops held with the Environmental Advisory Committee as well as City staff, to update the eight goals and 16 targets in the current Environmental Master Plan. The updated goals were reviewed and commented on at two public workshops held in November 2013. Approximately 35 residents attended the workshops. The survey results report is available at www.stalbert.ca/environmental-master-plan. The updated Master Plan will be presented to Council in Quarter One, 2014.



GOVERNANCE

Improve efficiency, plan strategically, enhance accountability and build effective partnerships and relationships to make the right choices for St. Albert for both the immediate and longer term.

Planning and Reporting

Develop a Community Sustainability Plan

Meetings were held with City staff to align the community visioning/sustainability planning with the new corporate strategic framework and to develop an internal awareness campaign around sustainability planning for City staff. A draft project plan, including scope, key objectives, phases, deliverables and timelines, was presented to the Senior Leadership Team in November. During the 2014-2016 Business Plan and Budget deliberations, Council approved the \$276,000 business case for the Community Sustainability public engagement activities that will take place in 2014. The business case will be funded through the Canada Federal Gas Tax Fund, which supports the development of Integrated Community Sustainability Plans by municipalities.

Governance Capacity and Policy Direction

Enhance Evidence-Based Decision Making and Communicate Outcomes

The results of the Corporate Reporting System Continuous Improvement Project, will partially address this priority area. Development of a corporate set of performance indicators and measures is nearing completion with an online dashboard being presented to Council on February 24, 2014. The team continues to research opportunities available for the application of municipal analytics across the organization to enhance evidence-based decision making.

Ensure the Most Efficient and Effective Model of Governance is in Place

Consideration of proposed governance bylaw and policy amendments, which include a pilot of a revised committee model for the organization, was postponed with Council approval to the First Quarter of 2014.

Partnerships and Relationships

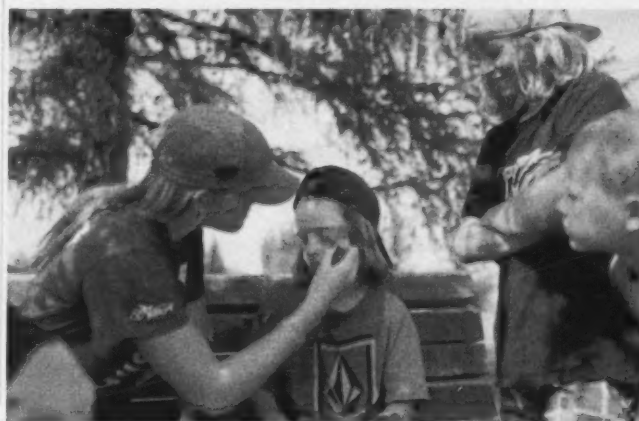
Lead Dialogue and Collaborate with Other Orders of Government Regarding Matters of High Priority for St. Albert and Advocate Where Necessary

The City has been successful on a number of its priority advocacy issues to date. Council will conduct a strategic planning session in January 2014, where a variety of advocacy priorities will be discussed. A further review of these priorities will occur throughout Quarter One, 2014, which will provide direction to Administration for the development of a strategic government relations plan. The plan is intended to increase the City's advocacy success on high priority local matters.

Continue to Build Positive and Productive Working Arrangements with Community Groups and Other External Organizations

Assessment of Agreement with Community Groups

Recreation and Parks continues to support the community in the delivery of recreation and parks initiatives. Currently, an assessment of the existing agreements with 109 community groups is underway and is anticipated to be completed by Quarter Three, 2014.



Fiscal Responsibility

Practice Fiscal Restraint and Report the Benefits and Cost of Continuous Improvement (CI)

Corporate Level CI Projects

Corporate Reporting System

The project continues to focus on development of a corporate set of performance indicators and measures that will allow for better reporting to Council and residents. The end result of this project is an online dashboard that will report a range of the City's performance results on the City's website. The team is in the process of finalizing the development of an online tool to streamline the collection and reporting of corporate indicators to the community. The dashboard will be presented to Council on February 24, 2014, as part of the Quarter Four, 2013 report and be available on the City's website for residents.

Grant Process Review

This project was established to strengthen and better articulate the processes and practices related to seeking out and securing external sources of funds for the City's operation and projects. After extensive external and internal research, the following five recommendations have been incorporated into a draft Administrative Policy and Procedure:

- Create a centralized administrative oversight function for the Grant Program to strengthen grant fund management and achieve optimal impact for the City.
- Develop a grant funding strategy and create an Administrative Policy to manage the Grant Program in alignment within the corporate strategic plan.
- Create an Administrative Policy and Procedure that reflect industry best practices to serve as the operational standard and process for grants, including the department specific programs.
- Establish a central information tool for Administration to access all grant related funding support information.
- Create an annual financial grant goal to use as one of the success indicators for the Grant Program.

These deliverables will be completed by Quarter Two 2014 and presented to the Senior Leadership Team. The responsibility to oversee the program going forward will be with the *Build St. Albert* portfolio.

Optimizing the City's Advertising Spending

The project was implemented to identify opportunities to create efficiencies and potential cost savings related to ways the City purchases advertising. The final report, including 15 recommendations, was presented to the Senior Leadership Team in September for consideration. The recommendations included:

- Administrative policies to provide direction on advertising.
- Improving advertising efficiencies and effectiveness.
- Financial management of advertising budgets.

The recommendations were assigned to the respective departments best suited to facilitate the implementation. The Project Sponsor will continue to provide general oversight to ensure that the recommendations are fully implemented.

Public Engagement

The objective of this project is to develop coordinated and consistent approaches, techniques and processes for civic engagement and consultation to support and inform decision-making with insights and feedback. These objectives have been met with the following deliverables:

- Public Engagement Spectrum, which provides a framework to guide City staff and management on the appropriate levels of engagement for a specific project.
- The 3 Steps to Public Engagement Templates, which are standardized templates for staff to use when planning internal public engagement initiatives. The 3 Steps include: deciding to engage, planning to engage and reporting on engagement
- The 3 Steps to Public Engagement Guidelines, which provide a guidebook to using the 3 Steps to Public Engagement Templates.
- The 3 Steps to Public Engagement Toolkit, which provides additional tips and tools to help staff in their public engagement planning initiatives.

The final report was presented to the Senior Leadership Team and will be presented to Council by Quarter Two 2014.

Website Rationalization

The objective of this project is to reconcile all City-managed websites to a single, open-source content management system and launch a new City website. This quarter, the following activities were completed:

- Established webhosting services and began to consolidate all website domains to a single, low-cost registrar.
- Established the project team for the implementation phase of the project.
- Formed a subcommittee to address the governance and policy aspects of the project implementation.
- Launched a Request For Proposal process for a web development partner.

Moving forward, the project team will select a web development partner, establish the necessary management functions and procedures to support the project, and focus on the development of City's new website.

Department Level CI Initiatives

Enhanced Platoon Level Training

A three-year training plan for Fire Services identified several additional programs that can be delivered on-site, thereby avoiding overtime. This quarter, nine multi-day training sessions were conducted on-shift, without incurring overtime costs. In total, 894 hours of overtime dollars were saved due to this approach to training.



PERFORMANCE INDICATORS

Online Performance Dashboard—StATRACKER

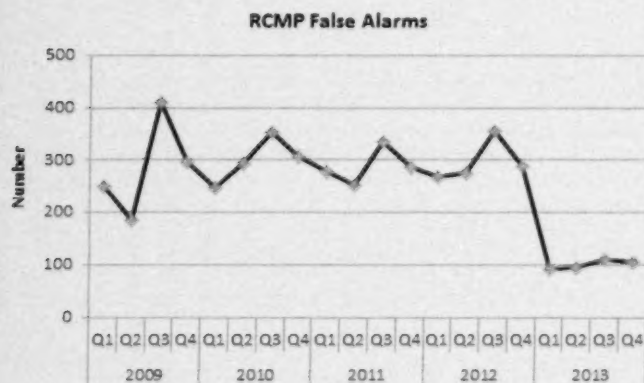
The City's online performance dashboard – StATRACKER – was developed as part of the City's continuous improvement Initiative to provide residents with a collection of performance indicators in effort to increase transparency and inform residents of the City's performance.

The performance dashboard will be available at the City's website upon Council's approval on February 24, 2014.

Below are additional indicators of interest to Council and residents that are currently not included in the online performance dashboard.

False Alarms

One full year after the implementation of the new Alarm System bylaw we have maintained a consistent and significant reduction in false alarm calls over previous years. The amendments made have had the desired and intended effect of reducing police response to non-criminal matters.

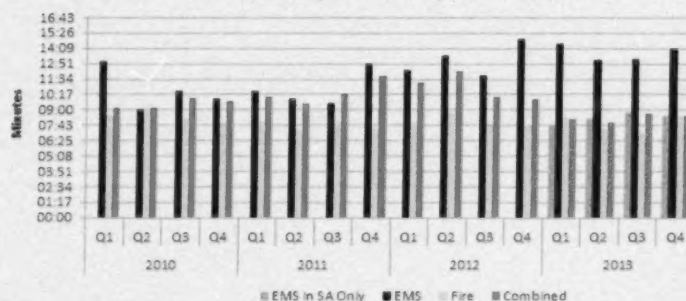


Emergency Services Response Time

Fire response time targets were met again in the Fourth Quarter. Response time standards are set at nine minutes for 90 per cent of fire calls.

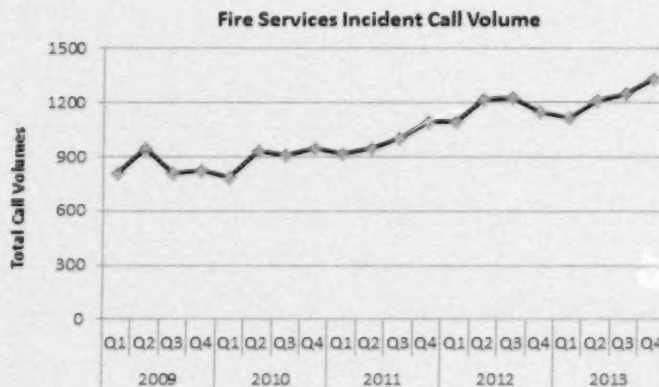
The Emergency Medical Services (EMS) response time has been higher than the City's Service Standard since 2009. The ambulances are dispatched by Alberta Health Services and are sent to any location outside St. Albert, which results in greater travel distances and increased response times. Response times for all service functions have decreased compared to Quarter Two. The separate data for EMS response in St. Albert is only available for 2013 at this time.

Total Response Time by Service Function



Fire Services Incident Call Volume

The call volume for Fire Services showed a slow growth over the last four quarters. Fire Service calls typically grow with increased population size.



Fire Dollar Loss Per Assessed Value

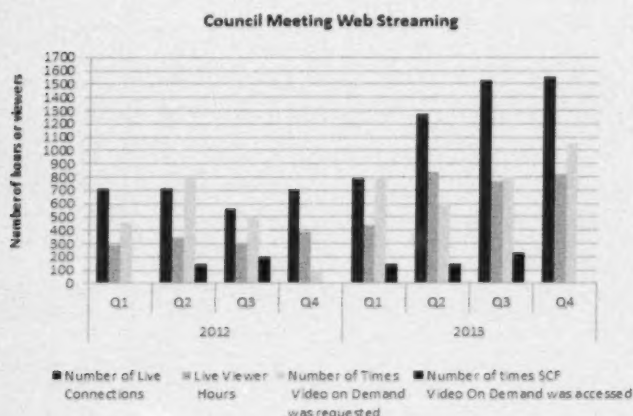
The following graph shows the fire dollar loss per 100,000 assessed property value. The dollar loss has been fluctuating over the years with an increase over the last few years. Fourth Quarter values were mainly due to several residential fires, which is normal for the winter season.



Improved Communication with Residents

Council Meeting Web Streaming

In Quarter Four of 2013, there were 1,552 connections to the live web streaming of 11 Council and two Town Hall meetings. This is a two per cent increase over the Third Quarter live connections. The average viewing was about 31 minutes for the live viewing. In addition, there were 1,048 requests for the archived video of these meetings with an average viewing time of 14.5 minutes.



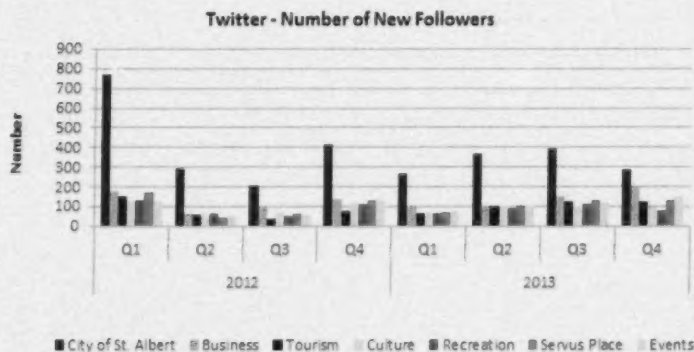
City Website

In Quarter Four, the number of unique visitors to the City website increased by approximately 32 per cent compared to Quarter Four 2012. Top links in quarter four were Transit Services, Main Homepage, Career Opportunities, Fountain Park Recreation Centre, and the 2013 Elections.



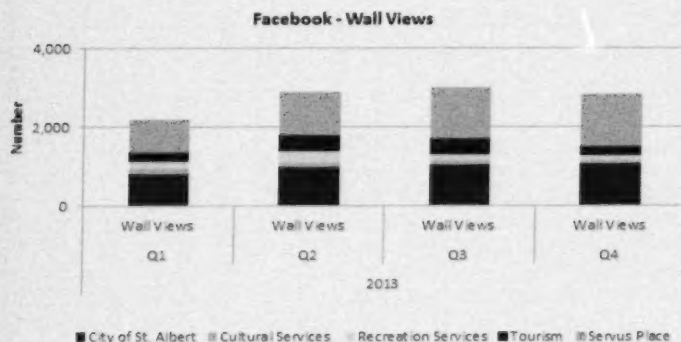
Twitter

In the Fourth Quarter, a total of 1,259 tweets were sent out on all seven accounts combined. There were a total of 1,061 new followers for all accounts at the end of the quarter.



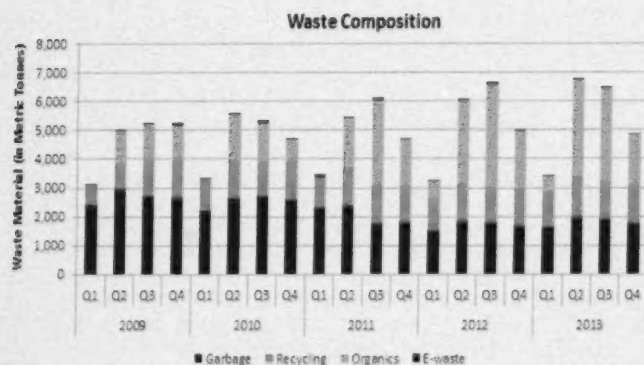
Facebook

In Quarter Four, there were five percent less views overall relative to Quarter Three on City of St. Albert Facebook walls. Servus Place and City of St. Albert continue to represent the majority of Facebook wall view activity.



Solid Waste

The cumulative Quarter Four stats for 2013 saw a slight increase in all waste streams when compared with 2012 (with the exception of electronics) suggesting new residential growth. Total tonnage in all streams for 2013 are similar to 2012, with a total landfill diversion of 66.3 per cent for 2013.



FINANCIAL REPORT

Executive Summary

Budget Position

Municipal Operating Budget (Page 17)

Municipal Operating Revenue

- \$128.56 million in operating revenue recognized as at December 31, 2013, which is \$2.17 million higher than budget.

Municipal Operating Expenditure

- \$127.31 million spent as at December 31, 2013, which is \$923 thousand higher than budget.

The 2013 preliminary surplus of \$1.25 million is a result of Administration working diligently to explore and maximize revenue opportunities within the City. Planning & Engineering Services realized \$1.0 million in additional revenue, of which \$785 thousand related to permits, development and subdivision fees, and compliance certificates. \$128 thousand of unbudgeted revenue was also received from Fortis for street lights, \$78 thousand for affordable housing grants, which were subsequently paid out, and \$17 thousand for a road services grant. Infrastructure Services also realized additional revenue of \$623 thousand; \$285 thousand of this related to changes in the Transit U-Pass contract. There was also an unbudgeted grant from the RCP Intermunicipal Transit Governance Study for \$165 thousand, \$20 thousand from donations for the Bench Dedication program, \$30 thousand in unbudgeted rental revenue, and \$79 thousand was realized in insurance recoveries from previous years. Community & Protective Services realized unbudgeted revenue of \$133 thousand. There was an increase in lesson fees, admission fees, rentals, concessions and memberships of \$808 thousand. Ticket revenue for cultural events was also \$85 thousand over budget, advertising revenue increased by \$100 thousand and ambulance services realized additional revenue of \$180 thousand. Offsetting these increases was a reduction in municipal fine revenue of \$709 thousand. This was due to an out of service ISD camera, as well as a vacancy within Municipal Enforcement. Finally, donation revenue relating to the Children's Festival was under budget by \$332 thousand as a result of new AFA grant guidelines, which also resulted in a corresponding decrease in expenses. Interest revenue for the year exceeded budget by \$570 thousand. Corporate Strategic Services reflect a decrease to revenue, however, this related to a 2013 project funded from a reserve which has a corresponding expense reduction and does not impact the tax rate on a net basis.

Offsetting the additional revenue received in 2013 was added expenses of \$923 thousand. Infrastructure Services incurred additional costs of \$1.9 million. \$1.3 million related to additional snow removal expenses as a result of the large amount of snowfall in January, February, November and December. There were also additional equipment charges relating to snow removal of \$250 thousand that is offset by equipment charge revenue in Garage operations. Garage charges were also higher by \$120 thousand due to higher fuel costs as a result of the additional snow operations. Community and Protective Services also saw expenses exceed budget by \$560 thousand. The IAFF contract settlement resulted in \$804 thousand of additional salary and benefits. There was also an increase in Police contracted services of \$450 thousand due to the average cost per member being higher than the initial budget. Offsetting these increases was a decrease in photo radar contracted services of \$212 thousand due to less photo radar tickets being issued. Vacancies within the Division resulted in savings of \$127 thousand. Expenses relating to the Children's Festival were under by \$332 thousand as a result of new AFA grant guidelines, and there was a decrease in advertising costs of \$34 thousand. Staff vacancies were the primary reason for the \$275 thousand decrease in Planning & Engineering Services. Corporate Strategic Services was under budget by \$872 thousand, of which about half was due to vacancy positions in several departments within the division. Advertising and promotion was also under budget by \$30 thousand and contracted services were under by \$196 thousand, which related to 2013 projects funded from reserves and therefore no tax impact. Vacancies within the Information Services department resulted in delays in maintenance of \$60 thousand. Actual expenses for the 2013 Election expenses were under budget by \$50 thousand. Finally,

there was a transfer of the WCB funds to the safety reserve of \$55 thousand. Council expenses were also under budget as not all special events and training and development were incurred. A vacancy within the Legal Department as well as lower insurance premiums resulted in expense savings within the City Manager's Office. Economic Development also experienced decreased expenses of \$235 thousand. Half of this was due to vacancies and staff repositioning. These vacancies, as well as delayed partnership agreements also resulted in project delays of about \$100 thousand. The Common & Fiscal division had expenses exceeding budget by \$121 thousand. This is due to bank charges and interest expense that is allocated to reserves and deferred revenue exceeding budget by \$225 thousand and severance payouts throughout the year exceeding budget by \$200 thousand. These increases were offset by rentals and leases being under budget by \$314 thousand due to delays in space reallocation.

Utility Operating Budget (Page 18)

Utility Operating Revenue

- \$30.1 million recognized as at December 31, 2013, which is \$222 thousand under budget.

Utility Operating Expenditure

- \$23.4 million has been spent as at December 31, 2013 which is \$204 thousand over budget.

Administration has been diligent in ensuring that expenses are maintained within approved limits. The decline in revenue is due to the sale of water. Water and wastewater sales were under budget by about 75 thousand cubic meters, resulting in reduced revenue. Utility expenses were over budget due to Solid Waste incurring higher than expected contract costs for recycling and an increase in the organic tonnage collected in 2013, which resulted in additional collection costs.

Capital Budget (Page 26)

Municipal Capital Projects

- There was a total of 103 municipal capital projects scheduled for 2013, \$60.2 million has been spent to date out of a \$104.2 million cumulative budget. At the end December, 2013, 48 of these projects were identified as being completed and closed for year end. Total forecasted capital expenditures are \$100.2 million, which is \$4.1 million lower than budget. As detailed on pages 28 and 29, the funding related to the forecasted surplus comes from property tax, reserves and grants. Property tax surplus dollars are transferred into the Capital Fund reserve to be used to fund future capital projects and surplus dollars funded from reserves are transferred back into the reserve they originated from. Unspent grants become part of the future years' capital budget to be allocated to eligible capital projects. Council will be reviewing and approving any adjustments (surplus/deficit dollars) as part of the year end process.
- Some of the significant projects that are currently in progress include:
 - The Riel Park Redevelopment Phases 3 and 4 project is currently under budget and on schedule for August 1, 2014 field opening.
 - The Ray Gibbon Drive Stage 3 project for \$17.1 million is currently under budget and substantially complete.
 - The Entrance Signage and Landscape Beautification project for \$1 million is substantially complete, with some landscaping and electrical work to be done in 2014.
 - The East Water Supply Main Phase 2 project for \$5.5 million is ongoing and scheduled to be complete by early February, 2014.
 - The Veness Road Phase 2 project for \$2.7 million is on budget and complete.
 - The Sedimentation and Erosion project for \$200 thousand is on budget and on schedule.

Financial Position

Reserves (Page 22)

As per Policy C-FS-01, Financial Reserves, the City of St. Albert recognizes that setting aside funds for emergent financial needs and the replacement of existing equipment, facilities and future projects provides for property tax stabilization, contingency funding and reduces the need for debt financing. As a result, the City maintains 29 reserves for operating capital and utility purposes. The policy also requires quarterly reporting of the reserve balances. January 2013 opening balances were \$47.0 million with \$8.3 million in approved allocations and an ending forecast of \$55.4 million. The fourth quarter reserve forecast was adjusted as a result of Council's motion to bring the Offsite Levy Deferred Revenue into City Reserves (C391-2013). The December 2013 balance of \$74.2 million is higher than the year-end uncommitted balance due to schedules and delays in both capital and operating projects funded from the reserves.

Through compliance with the reserve policy, the City of St. Albert is in a solid position to ensure that any emergent financial needs and long-term replacement of equipment will be met, while maintaining a stable tax base.

Investments (Page 23)

The City has been successful in maintaining a strong investment portfolio, with \$116 million as at December 31, 2013. The City invests conservatively in highly liquid funds to ensure current and future obligations are met, while securing the highest rate of return.

The City earned \$2.3 million in investment income for the 2013 fiscal year. As per the City's Investment Policy C-FS-02, which targets the City's investment rate of return at Government of Canada T-Bill and Bond rates, the actual rate of return realized from investments is above the Bank of Canada T-Bill and Bond rates.

Debt (Page 24)

The City of St. Albert's Debt Management Policy, C-FS-03, outlines the types of debt and financing the City may undertake. Under the Municipal Government Act, Alberta Regulation 255/2000, the debt limit for the City is calculated at 1.5 times its revenue, and the debt service limit is calculated at 0.25 times such revenue. Incurring debt beyond these limitations requires approval by the Minister of Municipal Affairs. In addition to this, C-FS-03 stipulates that the City shall adhere to an "internal debt limit" of 85 per cent of the debt limits prescribed by Provincial regulation and an "internal tax-supported debt limit" of 50 per cent of the internal debt limit. According to the policy, the City Manager or designate shall report quarterly to Council regarding the City's compliance with this policy.

A debt of \$52.9 million is outstanding as at December 31, 2013. The City's debt and debt service limits are significantly lower than the ceilings stipulated in both the Municipal Government Act and the City's internal debt limit as noted in policy C-FS-03. The City has the second lowest debt and debt service, and the lower debt payments per capita compared to similar municipalities.

Conclusion

Administration has strived to operate and provide municipal services efficiently and effectively within the operating budget. When compared to medium-sized municipalities, the City of St. Albert operates below average in expenses on a per capita basis.

The City of St. Albert has consistently maintained a strong financial position. This is accomplished by ensuring operating and capital expenditures are within budget, maintaining a healthy reserve balance, prudently investing the City's liquid assets and maintaining low debt limits.

Operating Summary Report by Division

Municipal Operating

For the Period Ending December 31, 2013

	December, 2012 Actual YTD \$	December, 2013 Actual YTD \$ (A)	Annual Budget \$ (B)	\$ Variance (B - A)	% Variance
Council					
Revenue	4,476	23,829	29,000	-5,171	(18%)
Expenses	583,179	548,253	604,000	-55,747	(9%)
Division Net	578,703	524,424	575,000	-50,576	(9%)
City Manager's Office					
Revenue	16,956	30,231	4,500	25,731	572%
Expenses	2,801,204	2,778,810	2,872,800	-93,990	(3%)
Division Net	2,784,248	2,748,579	2,868,300	-119,721	(4%)
Corporate Strategic Services					
Revenue	420,089	431,885	630,200	-198,315	(31%)
Expenses	7,112,115	7,389,735	8,261,900	-872,165	(11%)
Division Net	6,692,026	6,957,850	7,631,700	-673,850	(9%)
Community & Protective Services					
Revenue	23,718,823	22,827,586	22,694,800	132,786	1%
Expenses	52,685,763	53,635,280	53,075,100	560,180	1%
Division Net	28,966,940	30,807,694	30,380,300	427,394	1%
Planning & Engineering Services					
Revenue	2,723,871	3,011,640	1,988,200	1,023,440	51%
Expenses	8,258,969	8,037,431	8,312,400	-274,969	(3%)
Division Net	5,535,098	5,025,791	6,324,200	-1,298,409	(21%)
Infrastructure Services					
Revenue	9,157,506	10,023,871	9,401,200	622,671	7%
Expenses	28,640,585	31,946,822	30,063,300	1,883,522	6%
Division Net	19,483,079	21,922,951	20,662,100	1,260,851	6%
Finance & Assessment Services					
Revenue	1,073,523	1,087,235	1,060,000	27,235	3%
Expenses	3,230,815	3,306,060	3,434,700	-128,640	(4%)
Division Net	2,157,292	2,218,825	2,374,700	-155,875	(7%)
Economic Development					
Revenue	717,415	755,759	801,100	-45,341	(6%)
Expenses	1,073,231	1,348,035	1,583,700	-235,665	(15%)
Division Net	355,816	592,276	782,600	-190,324	(24%)
Capital Financing					
Revenue	38,750	73,750	35,000	38,750	111%
Expenses	14,740,822	15,140,268	15,121,200	19,068	0%
Division Net	14,701,872	15,066,518	15,086,200	-19,682	0%
Common & Fiscal*					
Revenue	85,931,978	90,290,952	89,739,800	551,152	1%
Expenses	4,652,642	3,175,810	3,054,700	121,110	4%
Division Net	81,279,336	87,115,142	86,685,100	-430,042	0%
Municipal Operations Revenue	123,803,387	128,556,738	126,383,800	2,172,938	0%
Municipal Operations Expenditures	123,779,125	127,306,504	126,383,800	922,704	0%
Municipal Net Surplus	24,262	1,250,234	-	1,250,234	100%

* - Common & Fiscal include Corporate revenue and expenditures which are not directly related to specific departments. Revenue includes tax revenue, franchise fee revenue, utility admin fees, and interest revenue. Expenditures include office rental, interest expense, and potential contract settlement expenses.

Operating Summary Report by Division

Utility Operating

For the Period Ending December 31, 2013

	December, 2012 Actual YTD\$	December, 2013 Actual YTD\$ (A)	Annual Budget \$ (B)	\$ Variance (B - A)	% Variance
Water					
Revenue	9,928,023	10,485,208	10,188,100	297,108	3%
Expenses	7,985,616	7,756,405	7,690,100	66,305	1%
Transfer to Reserve	1,942,407	2,728,803	2,498,000	230,803	0%
Division Net	-	-	-	594,216	100%
Wastewater					
Revenue	9,519,267	9,587,949	9,832,700	-244,751	(2%)
Expenses	7,844,981	8,492,576	8,528,000	-35,424	0%
Transfer to Reserve	1,674,286	1,095,373	1,304,700	-209,327	0%
Division Net	-	-	-	-489,502	(100%)
Storm					
Revenue	3,362,343	4,140,751	4,202,900	-62,149	(1%)
Expenses	1,151,056	1,215,802	1,207,500	8,302	1%
Transfer to Reserve	2,211,287	2,924,949	2,995,400	-70,451	0%
Division Net	-	-	-	-124,298	(100%)
Solid Waste Management					
Revenue	5,668,176	5,836,932	6,049,400	-212,468	(4%)
Expenses	5,731,311	5,897,710	5,732,600	165,110	3%
Transfer to (From) Reserve	-63,135	-60,778	316,800	-377,578	0%
Division Net	-	-	-	-424,936	(100%)
Utilities Revenue	28,477,809	30,050,840	30,273,100	-222,260	0%
Utilities Expenditures	22,712,964	23,362,493	23,158,200	204,293	0%
Transfer to/from Reserve	5,764,845	6,688,347	7,114,900	-426,553	0%

Explanation of % Variance

The % variance column records the percentage difference between the year to date actual and yearly budget amounts.

Negative dollar variances indicate lower than budget and positive dollar variances indicate higher than budget.

Operating Summary by Municipal Services

For the Period Ending December 31, 2013

	Actual YTD \$	2013 Net Budget \$	Net Budget as a % Tax Base
<u>Municipal Services</u>			
Planning & Engineering Services	5,025,791	6,324,200	8%
Public Works	15,479,437	13,768,600	17%
Fire Services	12,696,535	11,844,700	15%
Transit Services	6,443,518	6,893,500	8%
Police Services	7,263,877	6,584,200	8%
By-Law Enforcement	404,782	437,200	1%
Cemetery	(21,887)	3,700	0%
Ambulance	(254,007)	(135,700)	0%
	47,038,045	45,720,400	56%
<u>Economic Development</u>			
Business & Tourism Development	592,276	782,600	1%
<u>Community, Recreation & Culture Services</u>			
Parks & Recreation	2,782,738	3,605,600	4%
Culture Services	6,728,046	6,713,400	8%
Family & Community Support Services	1,185,723	1,330,900	2%
	10,696,507	11,649,900	14%
<u>Capital Financing</u>			
Capital Financing	15,066,518	15,086,200	18%
<u>Common & Fiscal</u>			
Common & Fiscal	(5,425,033)	(5,005,200)	-6%
<u>Administration & Support Services</u>			
Information Technology Services	2,397,217	2,595,900	3%
Financial Services	2,089,924	2,178,100	3%
Human Resources	1,668,992	1,688,100	2%
Legal Services	1,905,013	1,998,000	2%
Corporate Strategic Services	754,917	886,800	1%
Corporate Communication	736,793	915,400	1%
City Manager	843,566	870,300	1%
Legislative Services	877,027	953,800	1%
Council	524,424	575,000	1%
Environment & Sustainability	544,791	588,000	1%
Assessment & Taxation Services	128,901	196,600	0%
	12,471,565	13,446,000	16%
Net Total	80,439,879 A	81,679,900 B	100%

A- The net total equals the municipal property tax levy for the year as well as the excess of revenue over expenses.

B - The 2013 net budget total is the municipal property tax levy that was approved by Council on May 6, 2013.

Municipal Operating Revenue and Expenses

For the Period Ending December 31, 2013

	Actual 31-Dec-12 \$	Actual 31-Dec-13 \$	Budget 31-Dec-13 \$
Revenue			
Property Taxes	77,817,419	81,739,507	81,679,900
Sales and User Fees	20,759,417	22,734,398	20,514,100
Fines and Penalties	4,035,396	3,592,366	4,269,800
Government Transfers	4,698,179	3,926,476	3,788,900
Contracted Services Revenue	2,424,162	2,436,108	2,417,000
Licenses and Permits	2,125,420	2,845,556	2,313,500
Franchise Fees	1,877,013	1,788,315	1,874,400
Investment Income	1,949,126	2,382,796	1,779,800
Other Revenue	5,987,054	5,823,302	5,852,800
Transfers from Reserves/Operations	2,130,200	1,287,913	1,873,400
	<u>123,803,387</u>	<u>128,556,737</u>	<u>126,363,600</u>

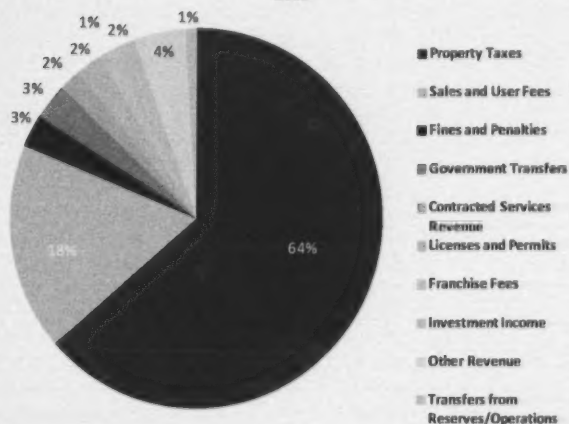
Expenses

Salaries, Wages & Benefits	54,364,028	57,163,142	56,245,100
Contracted and General Services	18,407,612	19,341,342	20,830,100
Materials, Good and Utilities	12,336,870	12,756,901	12,342,800
Purchases from Other Governments	6,457,801	7,724,891	7,274,800
Interest on Long Term Debt	2,747,644	2,556,407	3,655,000
Transfers to Individuals & Organizations	3,905,628	2,948,218	2,952,200
Other Expenses	6,562,095	6,149,312	6,156,100
Debt Repayment	4,368,585	3,962,794	3,962,800
Transfers to Reserves/Operations	14,628,862	14,703,496	12,944,700
	<u>123,779,124</u>	<u>127,306,503</u>	<u>126,363,600</u>

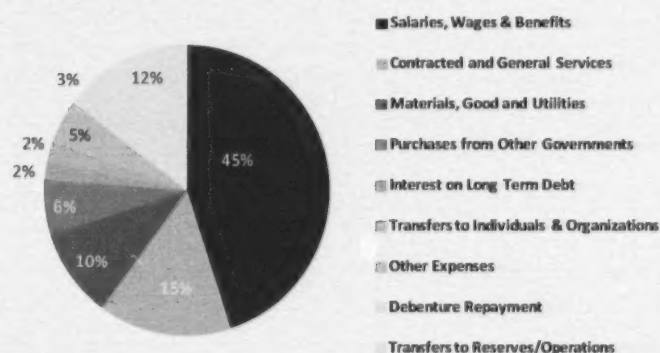
Operating Surplus for the period

24,263 1,250,234 -

Municipal Operating Revenue For The Period Ending December 2013



Municipal Operating Expenses for the Period Ending December 2013



Utility Operating Revenue and Expenses

For the Period Ending December 31, 2013

	Actual 31-Dec-12 \$	Actual YTD 31-Dec-13 \$	Budget 31-Dec-13 \$
Revenue			
Sales and User Fees	28,261,262	29,909,974	30,153,100
Fines and Penalties	104,699	111,229	87,100
Transfers from Reserves/Operations	111,848	29,637	32,900
	<u>28,477,809</u>	<u>30,050,840</u>	<u>30,273,100</u>
Expenses			
Purchases from Other Governments	8,462,431	8,874,894	8,704,800
Contracted and General Services	7,535,567	7,726,920	7,634,800
Salaries, Wages & Benefits	3,964,827	4,170,285	4,126,000
Materials, Good and Utilities	983,194	984,797	978,000
Other Expenses	745,274	653,397	762,400
Transfers to Operations	1,021,670	952,200	952,200
	<u>22,712,964</u>	<u>23,362,493</u>	<u>23,158,200</u>
Excess of revenue over expenses	5,764,845	6,688,347	7,114,900
Surplus transfer to reserves	<u>5,764,845</u>	<u>6,688,347</u>	<u>7,114,900</u>
Operating Surplus for the period	<u>-</u>	<u>-</u>	<u>-</u>

Statement of Reserves

For the Period Ending December 31, 2013

	Jan 1, 2013 Balance	Forecasted Adjustments	Dec 31, 2013 Uncommitted Balance	Dec 31, 2013 Actuals
	\$	\$	\$	\$
Operating				
Stabilization	2,526,531	-468,382	2,058,149	2,250,014
Operating Carry Forwards				
Operating Carry Forward Fund	1,815,887	-774,407	1,041,480	1,837,943
Outside Agencies Carry Forward Fund	137,889	9,000	146,889	146,889
Community Significant Event Stimulus Fund	0	199,000	199,000	199,000
	1,953,777	-566,407	1,387,369	2,183,832
Insurance Risk	1,209,552	25,397	1,234,949	1,234,949
Automated Traffic Enforcement	448,908	77,046	525,954	525,950
LRT/BRT Reserve	229,546	-111,555	117,991	379,188
Operating Program	216,563	2,088	218,651	219,051
RCMP Contract Expense Reserve	0	0	0	0
Total Operating	6,584,876	-1,041,813	5,543,063	6,792,984
Capital				
Internal Financing	262,373	373,452	635,825	635,825
Major Recreational Lands & Facilities				
Major Rec. Facilities Fund - City Wide	1,303,662	-39,826	1,263,836	1,433,972
Major Rec. Facilities Fund - Neighbourhood	2,684,580	-209,316	2,475,264	2,676,929
Parkland	92,666	1,946	94,612	94,612
Dog License Fund	211,641	-18,654	192,988	291,112
	4,292,550	-265,851	4,026,699	4,496,625
Transportation				
General Transportation Fund	1,439,041	30,216	1,469,257	1,469,257
Public Transit Fund	2,511,851	278,636	2,790,286	2,860,082
	3,950,692	308,851	4,259,544	4,329,339
Lifecycle				
Equipment Replacement Fund	1,369,646	837,999	2,207,645	1,984,417
Emergency Services Equipment Replacement Fund	264,059	-117,648	146,411	297,273
Office Systems Replacement Fund	1,094,026	-834,064	259,962	1,370,223
Facilities Refurbishment Fund	170,430	21,956	192,386	192,386
Arden Theatre Repair & Refurbishment Fund	177,921	-74,516	103,405	104,509
Servus Place Replacement & Refurbishment Fund	426,571	283,027	709,598	753,226
Aquatics Facility Refurbishment Fund	193,470	198,411	391,880	398,347
Public Art Acquisition, Maintenance & Restoration Fund	80,254	5,209	85,463	97,327
	3,776,376	320,374	4,096,750	5,197,708
Capital Asset Revolving Land				
Revolving Land	4,097,766	60,841	4,158,607	4,158,607
Facilities Fund	452,021	9,963	461,984	511,984
	4,549,787	70,804	4,620,591	4,670,591
Capital Funding Reserve				
Capital Fund	7,090,412	13,874,651	20,965,064	27,946,181
Outside Agencies Capital Fund	77,642	40,513	118,155	296,623
	7,168,055	13,915,164	21,083,219	28,242,805
Library Collection Reserve Fund	12,329	-9,741	2,587	2,587
Total Capital	24,012,161	14,713,054	38,725,215	47,575,480
Utilities	16,449,445	-5,357,802	11,091,643	19,844,015
Total Reserves	47,046,482	8,313,440	55,359,921	74,212,480

Investments

As at December 31, 2013 the City has \$116 million in cash and investments.

The City of St. Albert's Investment Policy, C-FS-02, outlines the Investment Portfolio Policy. This policy is reviewed annually by Administration with any changes recommended to Council for approval.

- City Managed Cash and Short-term Investments – the primary goal is liquidity and capital preservation by investing in short-term secure investments for a term of up to three years or less.
- Custodian Managed Investment Portfolio – the primary purpose is to maintain capital preservation, while maximizing investment returns by accessing investment funds managed by professional fund managers.
- The City's investment policy restricts Administration from investing more than 75 per cent of funds in any one financial institution.
- The following chart shows the current portfolio distribution of both short term and long term funds by Financial Institution:

Financial Institution	Portfolio Amount	Percentage
Canadian Western Bank	\$ 14,923,646.64	21%
BMO Nesbitt Burns	\$ 19,971,269.04	17%
CIBC Wood Gundy	\$ 18,986,587.96	16%
Raymond James	\$ 17,232,546.03	15%
Servus Credit Union	\$ 10,293,433.81	9%
ATB Financial	\$ 20,074,523.28	9%
Toronto Dominion	\$ 9,493,723.09	8%
RBC Dominion Securities	\$ 5,223,429.56	4%
	\$ 116,199,159.41	100%

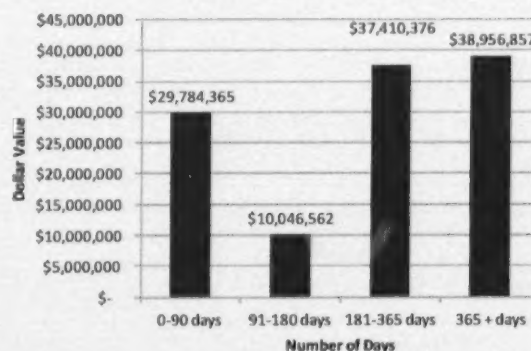
The Investment Terms chart shows the current investment portfolio by term and interest rate range.

The City of St. Albert will maintain an investment portfolio that will be sufficiently liquid in order to meet its operating cash flow requirements that might be reasonably anticipated in the short and longer term. Under policy C-FS-02, any investments longer than three years must be administered through a Custodian and Administration is to manage investments less than three years.

Observations:

The cash and investment portfolio as at December 31, 2013 has a total value of \$116 million. Funds have been invested to ensure the best term and corresponding interest rates are achieved for the upcoming months. To maximize returns on short-term investments City staff selects the highest investment yield based on quotes from up to 10 banks and investment firms, including eligible Credit Unions and the Canadian Chartered Banks. Any surplus cash balances are placed in a daily interest savings account to maximize interest income.

Investment Terms (days)



Benchmarking Data:

The following chart compares the City's portfolio performance by term to the Bank of Canada T-Bill and Bond rates as per the City's Investment Policy C-FS-02.

Overall, the rate of return realized from the City of St. Albert's investments is above the Bank of Canada T-Bill and Bond rates.

Investment income earned by the City for the 2013 fiscal year is \$2,352,742.

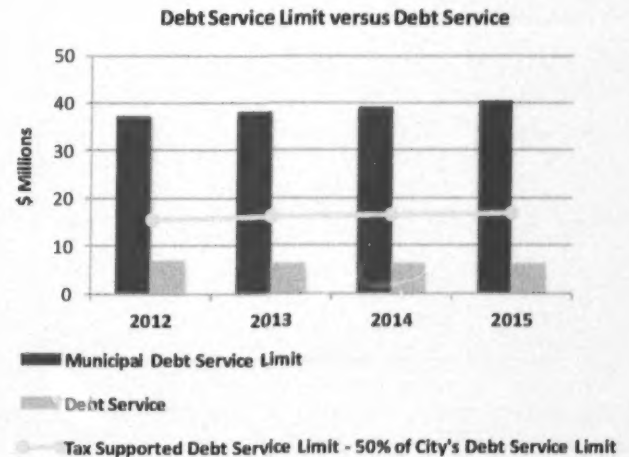
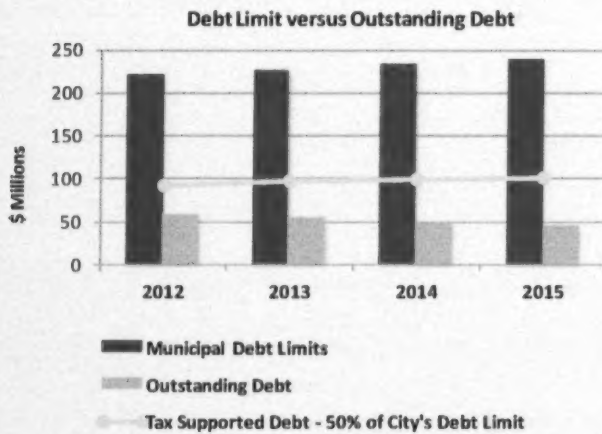
	St. Albert	Bank of Canada
Cash and Short Term Investments	Average Portfolio Rate	T-Bill Rate
0 - 90 Days	1.33%	0.93%
91 - 180 Days	1.65%	0.96%
181 - 365 Days	1.80%	1.01%
Long Term Investments		Bank of Canada 3 & 7 Yr Bond Rate
2 - 8 Years	2.74%	1.42% - 2.19%

Summary of Debt

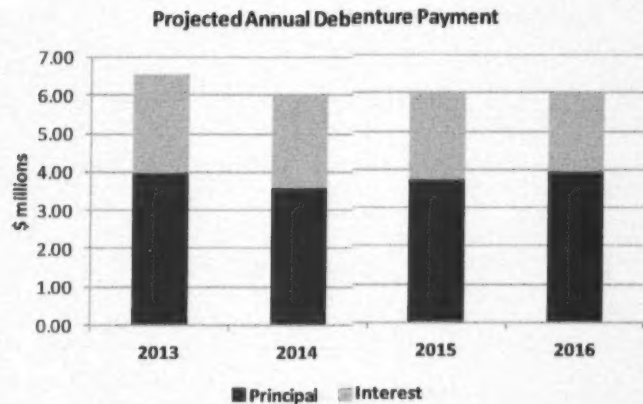
As at December 31, 2013, the City has \$52.9 million debt outstanding.

The City of St. Albert's Debt Management Policy, C-FS-03, outlines the types of debt and financing the City may undertake. According to the policy, the City Manager or designate shall report quarterly to Council regarding the City's compliance with this policy.

Under the Municipal Government Act, Alberta Regulation 255/2000, the debt limit for the City is calculated at 1.5 times its revenue, and the debt service limit is calculated at 0.25 times such revenue. Incurring debt beyond these limitations requires approval by the Minister of Municipal Affairs. In addition, C-FS-03 stipulates that the City shall adhere to an "internal debt limit" of 85 per cent of the debt limits prescribed by Provincial regulation and an "internal tax-supported debt limit" of 50 per cent of the City's internally-determined debt limit and debt services limits. As at December 31, 2012, the City's debt limit was \$219.8 million and its service on debt limit was \$36.6 million. As at December 31, 2013, the debt limit is forecasted to be \$225.8 million and its service on debt limit to be \$37.6 million. The City of St. Albert's debt and service limits have consistently been well under the allowable debt limit.

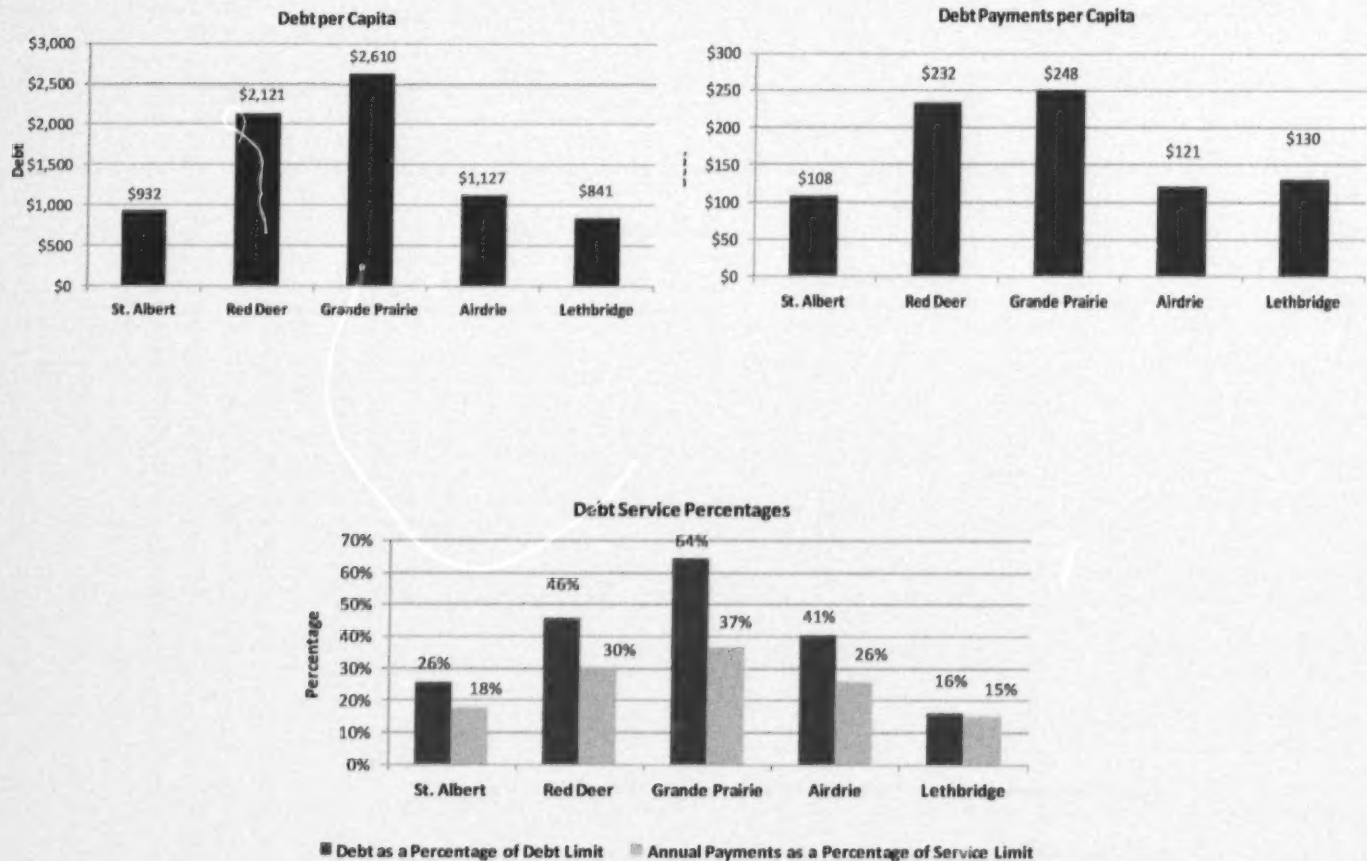


- Based on the population of 60,994 the debt per capita is \$932 per annum. The debt payments per capita are \$108 per annum.



Debt Comparison to Comparable Municipalities

The following three charts compare the debt, debt payments per capita, and the debt service of St. Albert with similar municipalities. The information for the comparable municipalities was obtained from their 2012 Annual Financial Statements.



Observations

The City of St. Albert has the second lowest debt and debt service and the lowest debt payments per capita when compared to similar municipalities. The City is also below its internal tax-supported debt service limit.

Capital Expenditure Summary Report and Capital Budget Highlights

For the Period Ending December 31, 2013

	MUNICIPAL CAPITAL PROJECT TOTAL					
	Project To Date	Project Budget	Project Forecast	\$ Variance fav / (unfav)	% Variance	No. of Projects
	A	B	C	(B-C)		
2013	10,345,913	15,335,400	15,127,700	207,700	0.0%	41
2012	17,665,463	49,149,900	49,497,400	-347,500	-0.2%	29
2011 & PRIOR	32,173,758	39,735,600	35,568,200	4,167,400	4.6%	33
TOTAL MUNICIPAL PROJECTS	60,185,135	104,220,900	100,193,300	4,027,600	3.9%	103

	UTILITY CAPITAL PROJECT TOTAL					
	Project To Date	Project Budget	Project Forecast	\$ Variance fav / (unfav)	% Variance	No. of Projects
	A	B	C	(B-C)		
2013	5,034,270	19,692,700	19,692,700	0	0.0%	20
2012	11,728,801	18,858,400	17,283,400	1,575,000	5.7%	12
2011 & PRIOR	5,296,073	6,552,000	5,946,600	605,400	15.3%	9
TOTAL UTILITY PROJECTS	22,059,144	45,103,100	42,922,700	2,180,400	4.8%	41

Municipal Projects

- There were a total of 103 municipal capital projects that were scheduled for 2013. At the end of quarter four, 48 projects were identified as being completed and closed for yearend.
- For the 2013 approved capital projects, the variance of the \$207,700 relates to: savings of \$80,000 in the purchase of three new transit buses, \$23,000 in the purchase of a new Public Works tandem truck, \$50,000 in the Red Willow trail overlay, and \$50,000 in the installation of transportation signals this year. Upon Council approval the unspent surplus funds from the transit buses will revert back to the Mobile Equipment Replacement Reserve, and the remaining unspent surplus will be transferred to the Capital Fund Reserve to fund future capital projects.
- From 2012, 29 projects were carried over from the prior period. A total of \$17.6 million has been spent to date for these projects, with an additional \$347,500 forecasted to be spent above the budget due to reallocation of funds from the Community Capital Program from 2011 to 2012.
- There are a total of 33 projects from 2011 and earlier. There is a forecasted surplus of \$4.2 million from the original budget of \$39.7 million, which is due to lower estimated completion costs of \$2.7 million from the construction of Ray Gibbon Drive Stage 3, and \$1.0 million from Anthony Henday Drive Connectors. As Ray Gibbon Drive is a jointly funded project between the City of St. Albert and the Provincial Government, the City is working with the Province to address the surplus grant funds. Although the Anthony Henday Drive Connectors project has unspent funds of \$1.0 million, funding from this project had various sources including the Building Canada Fund (BCF), MSI, and PAYG. As such, final reconciliation of this project is required to ensure proper eligible costs are submitted and meet the strict stipulations of the BCF grant.

Capital Budget Highlights (cont'd)

Utilities Projects

- A total of 41 Utility capital projects were scheduled for 2013. Of those 41 projects, 13 have been identified as completed and will be closed for yearend. The 13 projects had a positive variance in which the funding will revert back to reserves or reallocation of unspent grants.
- Approved for 2013 were 20 new utility projects. The amount of \$19.7 million is still being forecasted for those projects.
- From 2012, a total of \$11.7 million has been spent to-date, and a forecast of \$17.3 million compared to a budget of \$18.9 million. The \$1.6 million variance relates to a reduction in the Riel Park Redevelopment Phase 3 & 4 project based on the most recent project estimate.
- For 2011 and prior year projects, the forecast is \$5.9 million with a positive variance over the budget of \$605,400. This is a result of a surplus of \$505,400 from the Wastewater Lift Station and \$100,000 from the Havenwood Pond Reconstruction projects.
- All surplus dollars will revert back to the Utility Reserve to fund future utility capital projects as per section 11.h. of Council Policy C-FS-05, Budget and Taxation Guiding Principles.

The Capital Project Highlights on the next page provides progress updates of major capital projects.

Capital Project Highlights

Riel Park Redevelopment Phases 3 and 4 (412715) (Page 40)

The project is currently under budget and on schedule. This project was delayed slightly by rain in June, 2013, but the contractor is confident that this delay will not affect the August 1, 2014 field opening. Based on current project forecasts, this project is not expected to exceed \$8 million of the approved budget. Both soccer and rugby fields will be closed until the opening to allow for the fields to properly knit. The project team continues to work closely with the primary stakeholders to keep them apprised of the progress.

Ray Gibbon Drive Stage 3 (41184) (Page 38)

The \$17.1 million project is currently under-budget. It is substantially complete with minor seasonal work to be completed in 2014.

Entrance Signage and Landscape Beautification (41089C-11, 41090C, 412601 & 412106) (Pages 36, 37 and 38)

The Province granted the City permission to install signage within the TUC right-of-way during the fall of 2012. The \$1 million project is on budget and substantially complete, with some landscaping and electrical work required in 2014.

East Water Supply Main Phase 2 (413417) (Page 39)

The East Water Supply main project will see the final extension to the Oakmont pump station, which will increase capacity for future development. The \$5.5 million project is still ongoing due to unexpected poor soil conditions, but is anticipated to be completed by early February, 2014.

Veness Road Phase 2 (413409) (Page 35)

The \$2.7 million project is complete, with only minor deficiencies to be done in 2014, and is on budget.

Sedimentation and Erosion (413427) (Page 39)

The \$200 thousand project is on budget and schedule. Grandin Road was completed in 2013 along with outfall #3 and outfall #6. The 2014 plan includes outfall #7, Forest Lawn Ravine and the design of outfall #4

Further detailed information on the Third Quarter results for Capital Projects can be found in Appendix 2.

Appendix 1

Operating Summary Report by Department

For the Period Ending December 31, 2013

		Quarter to Date		%	Year to Date		%	Annual
		Prior Year	Current Year	Change	Prior Year	Current Year (A)	Change	Budget (B)
Council								
Council								
	Revenue	887	21,313	2303%	4,476	23,829	432%	29,000
	Expenses	448,327	263,453	(41%)	583,179	548,253	(6%)	604,000
	Department Net	447,440	242,140	(46%)	578,703	524,424	(9%)	575,000
	Division Net	447,440	242,140	(46%)	578,703	524,424	(9%)	575,000
City Manager's Office								
City Manager								
	Revenue	-	-	0%	-	-	0%	-
	Expenses	623,161	496,170	(20%)	736,717	843,566	15%	870,300
	Department Net	623,161	496,170	(20%)	736,717	843,566	15%	870,300
Legal Services								
	Revenue	16,956	14,353	(15%)	16,956	30,231	78%	4,500
	Expenses	1,462,223	1,005,805	(31%)	2,064,487	1,935,244	(6%)	2,002,500
	Department Net	1,445,267	991,452	(31%)	2,047,531	1,905,013	(7%)	1,998,000
	Division Net	2,068,428	1,487,622	(28%)	2,784,248	2,748,579	(1%)	2,868,300
Corporate Strategic Services								
Corporate Strategic Services Admin								
	Revenue	23,600	-	(100%)	23,600	-	(100%)	-
	Expenses	292,702	167,405	(43%)	350,931	302,550	(14%)	334,000
	Department Net	269,102	167,405	(38%)	327,331	302,550	(8%)	334,000
Strategic Services								
	Revenue	-	26,800	0%	-	26,600	0%	26,500
	Expenses	-	147,161	0%	-	223,532	0%	299,100
	Department Net	-	120,561	0%	-	196,932	0%	272,600
Corporate Planning								
	Expenses	132,274	137,193	4%	192,570	255,435	33%	280,200
	Department Net	132,274	137,193	4%	192,570	255,435	33%	280,200
Environment & Sustainability								
	Revenue	11,506	25,822	124%	31,751	45,075	42%	187,600
	Expenses	389,620	331,288	(15%)	508,428	589,866	16%	775,500
	Department Net	378,114	305,466	(19%)	476,677	544,791	14%	588,000
Corporate Communication & Marketing								
	Revenue	11,993	-	(100%)	13,390	-	(100%)	-
	Expenses	607,677	397,048	(35%)	769,786	736,793	(4%)	915,400
	Department Net	595,684	397,048	(33%)	756,396	736,793	(3%)	915,400
Human Resources								
	Revenue	182,579	54,455	(70%)	184,304	143,825	(22%)	80,100
	Expenses	1,451,549	909,400	(37%)	1,903,756	1,812,817	(5%)	1,768,200
	Department Net	1,268,970	854,945	(33%)	1,719,452	1,668,992	(3%)	1,688,100

Appendix 1 (cont'd)

	Quarter to Date			%	Year to Date		%	Annual
	Prior Year	Current Year	Change		Prior Year	Current Year	Change	Budget
						(A)		(B)
Information Technology Services								
Revenue	2,000	12,000	500%		2,000	12,000	500%	87,000
Expenses	1,805,601	1,119,608	(38%)		2,513,340	2,409,217	(4%)	2,682,900
Department Net	1,803,601	1,107,608	(39%)		2,511,340	2,397,217	(5%)	2,595,900
Legislative Services								
Revenue	156,241	162,715	4%		165,043	204,385	24%	249,000
Expenses	704,900	663,595	(6%)		873,305	1,059,525	21%	1,206,500
Department Net	548,659	500,880	(9%)		708,262	855,140	21%	957,500
Division Net	4,996,404	3,591,106	(28%)		6,692,028	6,957,850	4%	7,631,700
Community & Protective Services								
Community Services Administration								
Revenue	171,200	3,191	(98%)		276,579	53,348	(81%)	65,500
Expenses	836,199	394,761	(53%)		1,105,126	858,538	(22%)	869,900
Department Net	664,999	391,570	(41%)		828,547	805,190	(3%)	804,400
Culture Services								
Revenue	1,391,365	779,465	(44%)		1,819,679	1,689,712	(7%)	1,864,600
Expenses	3,078,615	1,891,387	(39%)		3,864,180	3,716,866	(4%)	3,885,800
Department Net	1,687,250	1,111,922	(34%)		2,044,501	2,027,154	(1%)	2,021,200
Family & Community Support Services								
Revenue	1,087,952	563,472	(48%)		1,479,812	1,414,313	(4%)	1,362,600
Expenses	1,615,580	1,020,155	(37%)		2,073,635	2,104,486	1%	2,157,200
Department Net	527,628	456,683	(13%)		593,823	690,173	16%	794,600
Fire Services								
Revenue	3,009,442	1,628,593	(46%)		3,766,398	3,238,357	(14%)	3,127,200
Expenses	11,456,893	8,353,421	(27%)		15,629,896	15,680,885	0%	14,836,200
Department Net	8,447,451	6,724,828	(20%)		11,863,498	12,442,528	5%	11,709,000
Police Services								
Revenue	4,103,228	1,637,481	(60%)		5,202,341	4,666,676	(10%)	5,409,200
Expenses	8,655,481	6,485,895	(25%)		11,410,369	12,335,337	8%	12,430,600
Department Net	4,552,253	4,848,414	7%		6,208,028	7,668,661	24%	7,021,400
Recreation Services								
Revenue	1,470,336	947,574	(36%)		2,099,077	1,922,545	(8%)	1,613,100
Expenses	3,485,786	2,279,527	(35%)		4,666,655	4,415,038	(5%)	4,502,000
Department Net	2,015,450	1,331,953	(34%)		2,567,578	2,492,493	(3%)	2,888,900
Servus Credit Union Place								
Revenue	5,889,633	4,554,414	(23%)		8,178,538	8,944,293	9%	8,332,100
Expenses	6,798,314	4,773,197	(30%)		8,862,982	9,234,537	4%	9,048,800
Department Net	908,681	218,783	(76%)		684,444	290,244	(58%)	716,700
Outside Agencies								
Revenue	890,900	1,100	(100%)		896,400	898,344	0%	920,500
Expenses	3,664,300	2,563,444	(30%)		5,072,921	5,289,595	4%	5,344,600
Department Net	2,773,400	2,562,344	(8%)		4,176,521	4,391,251	5%	4,424,100
Division Net	21,577,112	17,646,497	(18%)		28,966,940	30,807,694	6%	30,380,300

Appendix 1 (cont'd)

	Quarter to Date		%	Year to Date		%	Annual
	Prior Year	Current Year	Change	Prior Year	Current Year (A)	Change	Budget (B)
Planning & Engineering Services							
Engineering Services & Admin. Support							
Revenue	152,091	213,815	41%	197,995	323,001	63%	214,700
Expenses	4,141,017	3,034,014	(27%)	5,299,086	5,337,117	1%	5,632,600
Department Net	3,988,926	2,820,199	(29%)	5,101,091	5,014,116	(2%)	5,417,900
Planning & Development							
Revenue	1,836,898	1,282,333	(30%)	2,525,876	2,688,639	6%	1,773,500
Expenses	2,099,156	1,459,956	(30%)	2,959,883	2,700,314	(9%)	2,679,800
Department Net	262,258	177,123	(32%)	434,007	11,675	(97%)	906,300
Division Net	4,251,184	2,997,322	(29%)	5,535,098	5,025,791	(9%)	6,324,200
Infrastructure Services							
Public Works							
Revenue	3,955,492	3,019,835	(24%)	5,074,008	5,501,540	8%	5,417,900
Expenses	14,729,591	11,120,028	(25%)	18,364,192	20,980,974	14%	19,186,500
Department Net	10,774,099	8,100,193	(25%)	13,290,186	15,479,434	16%	13,768,600
Transit Services							
Revenue	3,080,011	2,497,543	(19%)	4,083,500	4,522,331	11%	3,983,300
Expenses	7,874,631	5,735,864	(27%)	10,276,393	10,965,848	7%	10,876,800
Department Net	4,794,620	3,238,321	(32%)	6,192,893	6,443,517	4%	6,893,500
Division Net	15,568,719	11,338,514	(27%)	19,483,079	21,922,951	13%	20,662,100
Finance & Assessment Services							
Assessment & Taxation Services							
Revenue	698,983	606,912	(13%)	1,006,087	1,047,126	4%	1,030,400
Expenses	889,000	604,739	(32%)	1,156,201	1,176,028	2%	1,227,000
Department Net	190,017	2,173	(101%)	150,114	128,902	(14%)	196,600
Financial Services							
Revenue	62,516	27,172	(57%)	67,436	40,108	(41%)	29,600
Expenses	1,589,576	1,052,697	(34%)	2,074,615	2,130,031	3%	2,207,700
Department Net	1,527,060	1,025,525	(33%)	2,007,179	2,089,923	4%	2,178,100
Division Net	1,717,077	1,023,352	(40%)	2,157,293	2,218,825	3%	2,374,700
Economic Development							
Business & Tourism Development							
Revenue	536,395	403,420	(25%)	717,415	755,759	5%	801,100
Expenses	860,680	720,873	(16%)	1,073,231	1,348,035	26%	1,583,700
Department Net	324,285	317,453	(2%)	355,816	592,276	66%	782,600
Division Net	324,285	317,453	(2%)	355,816	592,276	66%	782,600

Appendix 1 (cont'd)

	Quarter to Date		%	Year to Date		%	Annual
	Prior Year	Current Year	Change	Prior Year	Current Year (A)	Change	Budget (B)
Capital Financing							
Capital Financing							
Revenue	38,750	35,000	(10%)	38,750	73,750	90%	35,000
Expenses	7,697,808	5,405,049	(30%)	14,740,622	15,140,268	3%	15,121,200
Department Net	7,659,058	5,370,049	(30%)	14,701,872	15,066,518	2%	15,086,200
Division Net	7,659,058	5,370,049	(30%)	14,701,872	15,066,518	2%	15,086,200
Common & Fiscal							
Tax Revenue & Requisitions							
Revenue	78,022,389	41,283,798	(47%)	78,022,389	82,145,507	5%	82,085,900
Expenses	478,418	201,880	(58%)	478,418	494,423	3%	497,400
Department Net	77,543,971	41,081,918	(47%)	77,543,971	81,651,084	5%	-81,588,500
Corporate Financial							
Revenue	10,765,024	6,874,903	(36%)	7,909,590	8,145,445	3%	7,653,900
Expenses	9,058,657	3,138,876	(65%)	4,174,223	2,681,387	(36%)	2,557,300
Department Net	1,706,367	3,736,027	119%	3,735,367	5,464,058	46%	-5,096,600
Division Net	79,250,338	44,817,945	(43%)	81,279,338	87,115,142	7%	-86,685,100
Municipal Operations Revenue	117,568,367	66,677,779	(43%)	123,803,388	128,556,739	4%	126,383,800
Municipal Operations Expenditures	96,927,736	65,873,889	(32%)	123,779,127	127,306,505	3%	126,383,800
Municipal Operations Net Surplus	20,640,631	803,890	(96%)	24,261	1,250,234	5053%	-

Appendix 1 (cont'd)

		Quarter to Date		%	Year to Date		%	Annual
		Prior Year	Current Year	Change	Prior Year	Current Year (A)	Change	Budget (B)
Utilities								
Water								
Water								
	Revenue	7,637,014	5,527,218	(28%)	9,928,023	10,485,208	6%	10,188,100
	Expenses	7,624,816	4,796,208	(37%)	7,985,616	7,756,405	(3%)	7,690,100
	Transfer to Reserve	12,198	731,010	5893%	1,942,407	2,728,803	40%	2,498,000
Division Net		-	-	0%	-	-	0%	-
Wastewater								
Wastewater								
	Revenue	7,349,217	5,124,378	(30%)	9,519,267	9,587,949	1%	9,832,700
	Expenses	7,136,910	4,850,984	(32%)	7,844,981	8,492,576	8%	8,528,000
	Transfer to Reserve	212,307	273,394	29%	1,674,286	1,095,373	(35%)	1,304,700
Division Net		-	-	0%	-	-	0%	-
Storm								
Storm								
	Revenue	2,561,201	2,127,728	(17%)	3,362,343	4,140,751	23%	4,202,900
	Expenses	2,114,405	1,513,426	(28%)	1,151,056	1,215,802	6%	1,207,500
	Transfer to Reserve	446,796	614,302	37%	2,211,287	2,924,949	32%	2,995,400
Division Net		-	-	0%	-	-	0%	-
Solid Waste Management								
Solid Waste Management								
	Revenue	4,285,856	2,945,532	(31%)	5,668,176	5,836,932	3%	6,049,400
	Expenses	5,229,664	3,032,647	(42%)	5,731,311	5,897,710	3%	5,732,600
	Transfer to Reserve	-943,808	-87,115	(91%)	-63,135	-60,778	(4%)	316,800
Division Net		-	-	0%	-	-	0%	-

Explanation of % Variance

The % variance column records the percentage difference between the year to date actual and yearly budget amounts. Negative dollar variances indicate lower than budget and positive dollar variances indicate higher than budget.

Appendix 2

Capital Projects by Year

For the Period Ending December 31, 2013

***** PROJECT TOTAL *****					
Project Description	Project To Date A	Project Budget B	Project Forecast C	\$ Variance fav / (unfav) (B-C)	% Variance
2013 Municipal Capital Projects					
Division #1000 Council					
Cost Centre #1010 Council					
413101 NABI Building Fund	25,000	25,000	25,000	0	0.0%
Total Division #1000 Council	25,000	25,000	25,000	0	0.0%
Division #2300 Corporate Strategic Services					
Cost Centre #2015 Corporate Strategic Services Administration					
413505 Performance Measurement System	0	50,000	50,000	0	0.0%
Cost Centre #2240 Corporate Communication & Marketing					
413504 Website Project	0	75,000	75,000	0	0.0%
Cost Centre #5200 Human Resources					
413503 HR Electronic Recruitment Software	0	50,000	50,000	0	0.0%
Cost Centre #5400 Information Services					
413501 Office Systems Replacement Plan	40,413	453,400	453,400	0	0.0%
413502 Office Automation Program	43,930	50,000	50,000	0	0.0%
Total Division #2300 Corporate Strategic Services	84,342	678,400	678,400	0	0.0%
Division #3000 Community & Protective Services					
Cost Centre #3109 Aquatics Administration					
413302 Aquatics Lifecycle Plan	33,979	40,400	30,700	9,700	24.0%
Cost Centre #3165 Servus Place - Administration					
413301 Servus Place Life Cycle Replacement Progr	225,871	255,000	255,000	0	0.0%
Cost Centre #3170 Parks & Naturalization					
413305 Sportfield Refurbishment Program	193,665	200,000	200,000	0	0.0%
413306 City Parks Refurbishment Plan/Implementation	7,704	100,000	100,000	0	0.0%
413307 Kingswood Neighbourhood Playground	87,595	100,000	100,000	0	0.0%
413310 Erin Ridge Trail Development Phase 2 - Desig	49,370	100,000	100,000	0	0.0%
413314 Pickleball Courts	15,447	14,300	14,300	0	0.0%
Cost Centre #3200 Cultural Administration					
413309 Chevigny House	67,241	100,000	100,000	0	0.0%
Cost Centre #3300 Arden Theatre Administration					
413304 Arden Theatre Replacement Plan	250,964	275,000	280,000	(5,000)	-1.8%
Cost Centre #3400 Fire Administration					
413303 Emergency Services Equipment Replacemen	92,838	243,700	243,700	0	0.0%
413313 Lifecycle Maintenance for Firehall 1, 2, 3	50,000	50,000	50,000	0	0.0%
Cost Centre #3600 Community Services Administration					
413308 Community Capital Program	250,000	250,000	250,000	0	0.0%
413311 Community Support Centre	0	50,000	50,000	0	0.0%
Total Division #3000 Community & Protective Services	1,324,673	1,778,400	1,773,700	4,700	0.3%

Appendix 2 (cont'd)

***** PROJECT TOTAL *****					
Project Description	Project To Date A	Project Budget B	Project Forecast C	\$ Variance fav / (unfav) (B-C)	% Variance
Division #4000 Planning & Engineering Services					
Cost Centre #4000 Engineering Services					
413410 Sr Project Mgr	19,324	86,500	86,500	0	0.0%
413411 Project Coordinator	66,689	67,000	67,000	0	0.0%
Cost Centre #4025 Roadway Services - Contracts					
413401 Arterial Asphalt Overlay Program	749,540	750,000	750,000	0	0.0%
413402 Collector Reconstruct Program	1,974,397	2,300,000	2,300,000	0	0.0%
413403 Collector/Local Asphalt Overlay Program	1,066,499	2,650,000	2,650,000	0	0.0%
413404 Local Reconstruct Program	62,852	160,000	160,000	0	0.0%
413405 Permanent Line Marking Rehabilitation	127,497	128,000	128,000	0	0.0%
413406 Red Willow Trail Overlay Program	69,415	150,000	100,000	50,000	33.3%
413407 Sidewalk Program	347,283	500,000	500,000	0	0.0%
413409 Veness Road Upgrade (142 St)	2,046,341	2,700,000	2,700,000	0	0.0%
413412 Railroad Safety Enhancement (Meadow view)	0	250,000	250,000	0	0.0%
413413 Ray Gibbon Drive Walkway	50,000	50,000	50,000	0	0.0%
Cost Centre #4160 Traffic Signals					
413408 Transportation Systems Mgmt (Signals)	670,873	746,000	696,000	50,000	6.7%
Total Division #4000 Planning & Engineering Services	7,250,710	10,537,500	10,437,500	100,000	0.9%
Division #4500 Infrastructure Services					
Cost Centre #4110 Garage Operations					
413801 PW Mobile Equipment Replacement Plan	572,273	603,000	603,000	0	0.0%
413808 PW Tandem Truck	197,753	225,000	202,000	23,000	10.2%
Cost Centre #4120 Public Works Buildings					
413806 PW Shop Equipment & Yard	67,799	70,000	70,000	0	0.0%
Cost Centre #4165 Street Signs					
413807 PW Subdivision Signage & Amenities	30,335	46,900	46,900	0	0.0%
Cost Centre #4600 Transit Administration					
413809 LRT Functional Study	0	250,000	250,000	0	0.0%
Cost Centre #4640 Transit Bus Maintenance					
413802 Transit Replacement Plan	590,205	660,000	580,000	80,000	12.1%
Cost Centre #4750 Other Civic Buildings					
413803 Cemetery Improvements	10,000	15,000	15,000	0	0.0%
413805 PW Energy Efficiency Program	55,593	56,200	56,200	0	0.0%
Cost Centre #6210 St. Albert Place					
413804 PW - St. Albert Place	101,994	255,000	255,000	0	0.0%
Total Division #4500 Infrastructure Services	1,625,950	2,181,100	2,078,100	103,000	4.7%
Division #5500 Economic Development					
Cost Centre #2100 Business Development					
413602 Wayfinding Signage Implementation	0	100,000	100,000	0	0.0%
Cost Centre #5130 Business Licensing					
413601 Tempest Business License Software	35,238	35,000	35,000	0	0.0%
Total Division #5500 Economic Development	35,238	135,000	135,000	0	0.0%
2013 Municipal Capital Projects	10,345,913	15,335,400	15,127,700	207,700	1.4%

Appendix 2 (cont'd)

***** PROJECT TOTAL *****					
Project Description	Project To Date A	Project Budget B	Project Forecast C	\$ Variance fav / (unfav) (B-C)	% Variance
2012 Municipal Capital Projects					
Division #1000 Council					
Cost Centre #1010 Council					
412101 Train Whistle Cessation (McKenney & Ray G	28,093	150,000	150,000	0	0.0%
412102 Mountain Bike Skills Park	4,864	175,000	175,000	0	0.0%
412103 White Spruce Forest	9,050	25,000	25,000	0	0.0%
412105 Heritage Lake Enhancement	30,318	57,900	32,000	25,900	44.7%
412106 Entrance Landscaping Beautification	375,417	500,000	500,000	0	0.0%
412107 Special Olympics Legacy Project	25,000	25,000	25,000	0	0.0%
Total Division #1000 Council	472,741	932,900	907,000	25,900	2.8%
Division #2000 City Manager's Office					
Cost Centre #8100 Central Supply					
412203 Office Systems Replacement Plan	110,246	202,300	125,200	77,100	38.1%
Total Division #2000 City Manager's Office	110,246	202,300	125,200	77,100	38.1%
Division #2300 Corporate Strategic Services					
Cost Centre #2240 Corporate Communication & Marketing					
412504 Webstreaming East Board Room (SCF)	34,830	37,000	37,000	0	0.0%
Cost Centre #5400 Information Services					
412501 Office Systems Replacement Plan	209,957	652,100	652,100	0	0.0%
Total Division #2300 Corporate Strategic Services	244,787	689,100	689,100	0	0.0%
Division #3000 Community & Protective Services					
Cost Centre #3200 Cultural Administration					
412309 Cheviot House	100,000	100,000	100,000	0	0.0%
Cost Centre #3505 Police Accommodations					
412311 Police Services Building (MG) Purchase	5,714,073	5,625,000	5,709,500	(84,500)	-1.5%
Cost Centre #3600 Community Services Administration					
412308 Community Capital Program	325,070	250,000	622,700	(372,700)	-149.1%
Total Division #3000 Community & Protective Services	6,139,143	5,975,000	6,432,200	(457,200)	-7.7%
Division #4000 Planning & Engineering Services					
Cost Centre #4025 Roadway Services - Contracts					
412403 Arterial Asphalt Overlay Program	1,499,159	1,500,000	1,500,000	0	0.0%
412404 Collector Reconstruct Program	132,559	150,000	150,000	0	0.0%
412405 Collector/Local Asphalt Overlay Program	1,999,998	2,000,000	2,000,000	0	0.0%
412406 Local Reconstruct Program	1,269,467	1,300,000	1,300,000	0	0.0%
412410 Red Willow Trail Overlay Program	119,839	150,000	140,000	10,000	6.7%
412415 Veness Road Upgrade (142 St)	3,413,892	3,500,000	3,500,000	0	0.0%
412417 Barrier Wall on St. Albert Trail Rehabilitation	199,403	200,000	200,000	0	0.0%
Total Division #4000 Planning & Engineering Services	8,634,316	8,800,000	8,790,000	10,000	0.1%
Division #4500 Infrastructure Services					
Cost Centre #4110 Garage Operations					
412401 FW Mobile Equipment Replacement Plan	1,067,031	1,081,000	1,081,000	0	0.0%
Cost Centre #4165 Street Signs					
412414 FW Regulatory and Street Signage Upgrades	7,215	25,000	15,000	10,000	40.0%
Cost Centre #4225 Playfields & Playgrounds					
412305 Sportfield Refurbishment Program	150,000	150,000	150,000	0	0.0%
412306 City Parks Refurbishment Plan/Implementation	112,283	100,000	113,300	(13,300)	-13.3%
Cost Centre #4600 Transit Administration					
412420 Campbell Road Park & Ride	11,980	30,000,000	30,000,000	0	0.0%
Cost Centre #4750 Other Civic Buildings					
412411 FW Energy Efficiency Program	60,536	54,600	54,600	0	0.0%
Cost Centre #6210 St. Albert Place					
412418 FW - St. Albert Place	400,000	400,000	400,000	0	0.0%
Total Division #4500 Infrastructure Services	1,809,045	31,810,600	31,813,900	(3,300)	0.0%

Appendix 2 (cont'd)

***** PROJECT TOTAL *****					
Project Description	Project To Date A	Project Budget B	Project Forecast C	\$ Variance fav / (unfav) (B-C)	% Variance
Division #5500 Economic Development					
Cost Centre #2100 Business Development					
412601 Entrance Signage	100,000	100,000	100,000	0	0.0%
Total Division #5500 Economic Development	100,000	100,000	100,000	0	0.0%
Division #6500 Common & Fiscal					
Cost Centre #6010 General Corporate					
412108 Civic Space Capacity Initiative	5,343	490,000	490,000	0	0.0%
412202 Space Planning	149,843	150,000	150,000	0	0.0%
Total Division #6500 Common & Fiscal	155,186	640,000	640,000	0	0.0%
2012 Municipal Capital Projects	17,665,463	49,149,900	49,497,400	(347,500)	-0.7%
2011 & Prior Year Municipal Capital Projects					
Division #2300 Corporate Strategic Services					
Cost Centre #2315 Corporate GIS					
40940C-11 Corporate GIS Foundation Items	3,687	32,000	32,000	0	0.0%
Cost Centre #5400 Information Services					
40548C IT Strategic Plan	851,612	910,000	910,000	(0)	0.0%
40902 IT Office Systems Repl Plan 2011	221,350	225,000	225,000	0	0.0%
Total Division #2300 Corporate Strategic Services	1,076,648	1,167,000	1,167,000	(0)	0.0%
Division #3000 Community & Protective Services					
Cost Centre #3100 Recreation Administration					
41118A Public Art Display City's Torches	3,318	10,000	3,300	6,700	67.0%
Cost Centre #3109 Aquatics Administration					
41125B Aquatics Lifecycle Plan	172,055	172,100	172,100	0	0.0%
Cost Centre #3110 Fountain Park Recreation Centre					
40959B FPRC - Meeting Room HVAC	66,351	75,000	66,400	8,600	11.5%
Cost Centre #3150 Community Recreation Programs					
40958A Founders Walk (150th Anniversary)	1,263,960	1,300,000	1,300,000	0	0.0%
Cost Centre #3167 Servus Place - Fitness Centre					
40939B Servus Place Fitness and Wellness expansion	99,614	100,000	100,000	0	0.0%
Cost Centre #3170 Parks & Naturalization					
40982A Northridge Park Development Phase 1/Phase	571,207	750,000	750,000	0	0.0%
41022A-11 Dog Park	91,292	100,000	100,000	0	0.0%
41131A Mountain Bike Skills Park - Design	2,128	25,000	25,000	0	0.0%
Cost Centre #3171 Community Recreation Facilities					
40918A Community Capital Program - Nordic Ski Club	175,000	175,000	175,000	0	0.0%
Cost Centre #3300 Arden Theatre Administration					
40929B-10 Arden Theatre Replacement Plan	539,051	600,000	539,100	60,900	10.2%
Cost Centre #3600 Community Services Administration					
40917B Community Capital Program	792,173	825,000	792,200	32,800	4.0%
40917B-10 Community Capital Program	204,170	500,000	204,200	295,800	59.2%
40917B-11 Community Capital Program	205,844	250,000	205,900	44,100	17.6%
40932C Community Recognition Program	156,198	160,000	160,000	0	0.0%
Total Division #3000 Community & Protective Services	4,342,361	5,042,100	4,593,200	448,900	8.9%

Appendix 2 (cont'd)

***** PROJECT TOTAL *****					
Project Description	Project To Date A	Project Budget B	Project Forecast C	\$ Variance fav / (unfav) (B-C)	% Variance
Division #4500 Infrastructure Services					
Cost Centre #4100 Public Works Administration					
40802C-1 Office Systems (Hansen Software)	66,605	226,000	226,000	0	0.0%
Cost Centre #4130 Roadway Services					
40970A St. Albert Trail Urbanization Study	70,425	150,000	150,000	0	0.0%
40978A-10 Collector Reconstruct Program	1,379,388	1,380,000	1,380,000	0	0.0%
41020A Anthony Henday Drive Connectors (BCF)	10,764,618	12,023,500	11,000,000	1,023,500	8.5%
41119A Bridge Rehabilitation	541,114	600,000	600,000	0	0.0%
41184 Ray Gibbon Drive Stage 3A - Construction	12,406,514	17,190,000	14,500,000	2,690,000	15.6%
Cost Centre #4135 Sidewalks & Curbs					
40908A-11 Sidewalk Program	886,441	1,012,000	1,012,000	0	0.0%
40934A-10 Red Willow Trail Overlay Program	108,872	115,000	110,000	5,000	4.3%
Cost Centre #4225 Playfields & Playgrounds					
41126A Sportfield Refurbishment Program	74,523	100,000	100,000	0	0.0%
Cost Centre #4610 Transit System Operations					
40954C Drive Camera (Incident Video)	0	105,000	105,000	0	0.0%
Cost Centre #4750 Other Civic Buildings					
41132B City Building Rehabilitation	56,250	100,000	100,000	0	0.0%
Total Division #4500 Infrastructure Services	26,354,750	33,001,500	29,283,000	3,718,500	11.3%
Division #5500 Economic Development					
Cost Centre #2100 Business Development					
40952C Downtown Signage	0	125,000	125,000	0	0.0%
41089C-11 Entrance Signage	200,000	200,000	200,000	0	0.0%
41090C Directional Signage	199,998	200,000	200,000	0	0.0%
Total Division #5500 Economic Development	399,998	525,000	525,000	0	0.0%
2011 & Prior Year Municipal Capital Projects	32,173,758	39,735,600	35,568,200	4,167,400	10.5%
Total Entity #01 Municipal	60,185,135	104,220,900	100,193,300	4,027,600	3.9%

Appendix 2 (cont'd)

***** PROJECT TOTAL *****					
Project Description	Project To Date A	Project Budget B	Project Forecast C	\$ Variance fav / (unfav) (B-C)	% Variance
2013 Utility Capital Projects					
Division #7000 Water					
Cost Centre #7130 Water Distribution					
413414 Water Network Level of Service	0	551,000	551,000	0	0.0%
413415 Utility Master Plan (Water)	21,604	158,000	158,000	0	0.0%
413416 Oversized Pools - Water Mains	0	199,300	199,300	0	0.0%
413417 East Water Supply Main (Phase 2)	3,996,116	5,500,000	5,500,000	0	0.0%
413418 Oakmont Water Supply Line	20,466	4,900,000	4,900,000	0	0.0%
413419 Oakmont Pumphouse Upgrades	11,019	75,000	75,000	0	0.0%
413810 Water System Infrastructure Rehab	358,905	390,000	390,000	0	0.0%
Total Division #7000 Water	4,408,110	11,773,300	11,773,300	0	0.0%
Division #8000 Wastewater					
Cost Centre #8110 Wastewater Lift System					
413811 Wastewater Rehabilitation Program	182,915	213,000	213,000	0	0.0%
Cost Centre #8130 Wastewater Collection					
413420 Wastewater Collection System Level of Service	28,585	276,000	276,000	0	0.0%
413421 Utility Master Plan (Wastewater)	21,604	158,000	158,000	0	0.0%
413422 North Trunk Development Phase 1	0	2,461,400	2,461,400	0	0.0%
413812 Wastewater Household Service	199,949	200,000	200,000	0	0.0%
413813 Wastewater Main Replacement	2,228	528,000	528,000	0	0.0%
413814 CCTV Equipment Upgrades	25,000	25,000	25,000	0	0.0%
Total Division #8000 Wastewater	460,281	3,861,400	3,861,400	0	0.0%
Division #8600 Storm					
Cost Centre #8700 Storm Operations					
413423 Storm Water Infrastructure Rehabilitation	51,222	1,050,000	1,050,000	0	0.0%
413424 Storm Water Management Level of Service	26,580	1,680,000	1,680,000	0	0.0%
413425 Utility Master Plan (Stormwater)	21,604	158,000	158,000	0	0.0%
413426 South Campbell Storm Water Management Facility	48,285	950,000	950,000	0	0.0%
413427 Sedimentation and Erosion Control Plan	0	200,000	200,000	0	0.0%
Total Division #8600 Storm	147,691	4,038,000	4,038,000	0	0.0%
Division #9000 Solid Waste Management					
Cost Centre #9120 Composting					
413815 Waste & Organic Cart Replacement	18,188	20,000	20,000	0	0.0%
Total Division #9000 Solid Waste Management	18,188	20,000	20,000	0	0.0%
2013 Utility Capital Projects	5,034,270	19,692,700	19,692,700	0	0.0%

Appendix 2 (cont'd)

***** PROJECT TOTAL *****					
Project Description	Project To Date A	Project Budget B	Project Forecast C	\$ Variance fav / (unfav) (B-C)	% Variance
2012 Utility Capital Projects					
Division #7000 Water					
Cost Centre #7100 Water Administration					
412706 My City Application (Terpest Software)	39,671	50,000	50,000	0	0.0%
Cost Centre #7130 Water Distribution					
412701 Oakmont Pump House Upgrades	0	75,000	0	75,000	100.0%
412703 Water Network Level of Service	129,103	525,000	525,000	0	0.0%
412704 Water Main Oversizing	0	193,400	193,400	0	0.0%
Total Division #7000 Water	168,773	843,400	768,400	75,000	8.9%
Division #8000 Wastewater					
Cost Centre #8100 Wastewater Administration					
412710 Wastewater Collection System Level of Ser	1,914,910	2,000,000	2,000,000	0	0.0%
Cost Centre #8110 Wastewater Lift System					
412711 Wastewater Lift Station Rehabilitation	62,489	250,000	250,000	0	0.0%
Cost Centre #8130 Wastewater Collection					
412709 Wastewater Main Replacement	496,132	502,000	502,000	0	0.0%
412716 North Development Trunk Phase 1	1,834,068	2,403,000	2,403,000	0	0.0%
Total Division #8000 Wastewater	4,307,599	5,155,000	5,155,000	0	0.0%
Division #8600 Storm					
Cost Centre #8700 Storm Operations					
412712 Stormwater Infrastructure Rehabilitation	810,227	1,000,000	1,000,000	0	0.0%
412713 Stormwater Management Level of Service R	300,000	300,000	300,000	0	0.0%
412714 Sedimentation and Erosion Control Plan	1,567,573	2,560,000	2,560,000	0	0.0%
Total Division #8600 Storm	2,677,799	3,860,000	3,860,000	0	0.0%
Division #9000 Solid Waste Management					
Cost Centre #9100 Solid Waste Management Collection & Disposal					
412715 Riel Park Redevelopment Phase 3 & 4	4,574,629	9,000,000	7,500,000	1,500,000	16.7%
Total Division #9000 Solid Waste Management	4,574,629	9,000,000	7,500,000	1,500,000	16.7%
2012 Utility Capital Projects	11,728,801	18,858,400	17,283,400	1,575,000	8.4%
2011 & Prior Year Utility Capital Projects					
Division #7000 Water					
Cost Centre #7130 Water Distribution					
40935A Oakmont Distribution Water Main Phase 1	176,874	220,000	220,000	0	0.0%
40945A-10 Water Improvements	75,387	100,000	100,000	0	0.0%
Total Division #7000 Water	252,261	320,000	320,000	0	0.0%
Division #8000 Wastewater					
Cost Centre #8110 Wastewater Lift System					
40966A Wastewater Lift Stations Rehabilitation	2,089,546	2,595,000	2,089,600	505,400	19.5%
Cost Centre #8130 Wastewater Collection					
41078A NE St. Albert Utility Servicing	1,197,000	1,197,000	1,197,000	0	0.0%
Total Division #8000 Wastewater	3,286,546	3,792,000	3,286,600	505,400	13.3%
Division #8600 Storm					
Cost Centre #8700 Storm Operations					
40875A Stormwater Infrastructure Rehab 2008	500,000	500,000	500,000	0	0.0%
40942A-10 Storm Improvements	250,000	250,000	250,000	0	0.0%
40975A-10 Stormwater Infrastructure Rehab	189,932	190,000	190,000	0	0.0%
41148A Havenwood Pond Reconstruction	816,791	1,000,000	900,000	100,000	10.0%
41151A Riel Wetland Stormwater Outlet Improvement	543	500,000	500,000	0	0.0%
Total Division #8600 Storm	1,757,266	2,440,000	2,340,000	100,000	4.1%
2011 & Prior Year Utility Capital Projects	5,296,073	6,552,000	5,946,600	605,400	9.2%
Total Entity #02 Utilities	22,059,144	45,103,100	42,922,700	2,180,400	4.8%

For More Information:

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